DIGITAL SERVICES CONSULTATION

Fall 2013 | *Minister's Response*

BRITISH COLUMBIA

Ministry of
Technology, Innovation
and Citizens' Services

Contents

1. Minister's Introduction

I am pleased to present the final reports on the 2013 Digital Services Consultation, and government's corresponding response.

In conducting this consultation, we engaged experts and citizens from around B.C. and internationally. The guidance and perspective we received through this process will be invaluable as we design the future of government service delivery and assess potential future uses of the BC Services Card.

We heard clearly that, while citizens want government to deliver high-value digital services, any new service or use of the BC Services Card must be designed with a continued commitment to protecting citizens' privacy and open, ongoing communication. We also heard that there was general confidence in our technical design and the steps that we have taken to protect data and privacy. We believe we have a solid foundation and have developed a series of concrete principles and actions that will guide our future decisions.
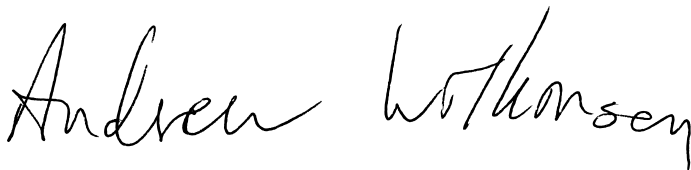
The BC Government is introducing new approaches to how we design and develop digital services for citizens, and I can assure citizens we are committed to the principles laid out in the following report.

I'm also pleased that, as a result of this process, we have clear roadmap on services that have been identified as priority areas for government to focus its efforts.

I extend my thanks to all of the citizens and business people who participated in our online survey, as well as those who contributed to the Specialists' Forum, for taking the time to contribute their ideas, voice their concerns and share their perspectives.

I especially thank the 35 citizens who volunteered their time to travel to Vancouver from around the province, and took on the responsibility to ask questions, learn and contribute to this process on behalf of their communities. Their efforts provided invaluable feedback that will help light the way forward for our digital services strategy.

I'm proud that government and citizens have worked together to ensure the future of digital service delivery and the BC Services Card will reflect the values and needs of all British Columbians.

Andrew Wilkinson,
Minister of Technology, Innovation and Citizens' Services

2. Executive Summary

The BC Services Card holds the potential to transform the way the public can access government services.

To ensure that the use of this technology is based on priorities of British Columbians, the B.C. government undertook a consultation process between August and December of 2013. We heard directly from experts and the public about their ideas and concerns around the new card and digital service delivery in general.

The consultation process consisted of three streams:

- *an online public digital survey;*

- *a Specialists' Forum that brought together experts in identity management, privacy and related fields; and*

- *a Citizen User Panel consisting of 35 randomly selected citizens who are representative of the diverse range of ages and backgrounds of British Columbians.*

These consultations were designed to help government achieve two key objectives:

- *understand how to build confidence in the Province's approach to digital services and the identity management program; and*

- *learn more about the needs and values of British Columbians in regards to service delivery.*

This report summarizes the findings of the consultation process and describes government's response.

Highlights of findings & government's corresponding commitments:

- *Finding: Government must be transparent and commit to ongoing communication, which in turn should lead to public understanding and acceptance, creating efficiency and trust.*

  - Commitments: Government will enhance the information on our public facing web sites and provide information for service providers, industry experts and advocates.

- *Finding: Government should focus on developing well executed services in high priority areas of identified need, rather than moving quickly to deliver more extensive services online.*

  - Commitments: Government will focus initial services on high priority services areas, and will continue the dialogue with citizens to understand where the most value lies for future services.

- *Finding: The protection of citizens' data, their rights to privacy and control over their data must be paramount – from both a technological and a policy perspective.*

  - Commitments: The User Panel and the Specialists' Forum showed confidence in government's technical approach to protecting data and privacy. We will build on that solid technology foundation, continue to consult with the Office of the Information and Privacy Commissioner (OIPC) and ensure new services using the BC Services Card meet privacy best practices. Government will also ensure that points of information exchange are clear and well informed.

- *Finding: Government should continue to provide traditional access such as telephone, and in-person services as well as a digital option.*

  - Commitment: Service design reviews will ensure access channels meet citizens' needs.

The User Panel also provided clear direction by way of a list of services for which they conditionally endorsed the use of the Services Card to digitally authenticate identity. Among the services they identified were:

- *online booking & managing for medical appointments;*

- *online access to health records & lab results, prescription history & renewals;*

- *student loan applications;*

- *Birth, Death & Marriage Certificate applications;*

- *replacing a B.C. driver's license;*

- *disability bus pass applications;*

- *online Voter Registration and in-person authentication for voting; and*

- *criminal records checks.*

The online public digital survey identified more general service areas of priority for government to focus its efforts on including:

- *online access to health services;*

- *applications for licences, permits and approvals;*

- *general confirmation of a citizens' eligibility for services.*

We are pleased with the level of detail provided in the recommendations from the various consultations. They show a clear way forward for the Province and we believe the principles and commitments described in this document provide a blueprint for success.

Finally, we are grateful to the 35 members of the User Panel who committed so much time and energy, the nearly 100 experts that attended the Specialists' Forum and the over 1,100 respondents in the Public Survey. Without the input from these people we would not have had a meaningful and legitimate process. We thank each and every one.

3. Background

Why is the B.C. government changing how it delivers services?

From shopping to connecting with family, more and more of us manage our daily lives using mobile devices and online services. British Columbians expect access to information and services 24 hours a day and they expect the same from their government.

We know that citizen expectations for the delivery of government services continue to rise. British Columbians have some of the highest usage of the Internet in Canada, and research shows that they would prefer to access services online when given the option.

We also know that not everyone is ready to access government services online, and even when they are, they may not be comfortable in all cases. While much of British Columbia has access to broadband Internet, many people do not have access to computers or feel confident transacting online. Traditional service channels must remain part of government's service delivery.

Citizens expect to be able to access their government easily and get what they need in a timely fashion. Government has made important steps to ensure these values are met in its service delivery. As B.C. makes more services available online to improve citizens' access and meet their expectations, government needs to be certain that citizens are confident that only they and authorized staff have access to their information. For many services, government needs to be confident that the person accessing these services is who they say they are.

This is not only a question of online service delivery. Digital technology can be used to prove someone's identity at a front counter, at a service kiosk, or over your mobile phone. Government identification can be used to access both government and non-government services. Irrespective of how or what services are accessed, identity is an increasingly important part of the citizens' service experience.

In government service delivery, we have a firm understanding of citizens' expectations when it comes to traditional services. As B.C. introduces innovations into service delivery to meet the expectations of British Columbians, we need a better understanding of what will make those services convenient and easy to use, but also trusted.

The BC Services Card

The BC Services Card was introduced in February 2013. It replaces the old Health Services CareCard and can be combined with the B.C. driver's licence into one card. For most people the card is issued during re-enrolment in the provincial Medical Services Plan or when their driver's licence is renewed. By the end of February 2014, over one million cards had been issued.

The BC Services Card provides a unique opportunity to enable secure, more convenient access to digital services:

- *It is a government-issued ID, which is only issued after the individual has proved their identity.*

- *It includes a contactless chip, similar to a debit or credit card, which can be used with a passcode by an individual to prove that they are who they say they are when they access digital services. The chip contains no personal information.*

- *The card contains the same anti-counterfeiting technology as the B.C. driver's Licence.*

The BC Services Card is designed so that one card is used to prove a person's identity so that they can access a range of government services. What doesn't change is that the service providers can only access the information needed to deliver their service. The Card simplifies the way people access services while making it harder for someone to pretend they are someone else to access their private information or receive services they are not entitled to.

4. Consultation Objectives

In early 2013, B.C. was in the process of reviewing its approach to digital services. BC Services Card program was also in discussions about some significant design decisions that needed to be made before launching the identity management service.

If digital services and the implementation of the BC Services Card identity management service were to meet their objectives, direction from the public had to be sought. The voice of the public would put us on the right track to realize the potential, and scrutiny from citizens and experts would help ensure our plans were as strong as possible.

To achieve these outcomes, we designed and conducted a public consultation on digital services and the BC Services Card. The consultation had two key objectives:

- *understand how to build confidence in the Province's approach to 'digital services' and the identity management program; and*

- *learn more about the needs and values of British Columbians so that the Provincial Government can meet them.*

5. What We Did

The Province announced the public consultation on the future uses of digital services and the BC Services Card in the Fall of 2013.

The Digital Services Consultation was shaped by two critical pre-consultation activities: a white paper that described the approach and sought input from citizens, and research and design of key service concepts. These pre-consultation activities were followed by three consultation streams:

1. Specialists' Forum;

2. BC Services Card User Panel; and

3. Open public input through a digital survey.

Pre-Consultation

White Paper

From August 1 to August 22, 2013 the Province of B.C. – represented by the Ministry of Technology, Innovation and Citizens' Services – invited citizens to comment on a white paper that described how British Columbians were to be involved in shaping the Province's vision for digital services.
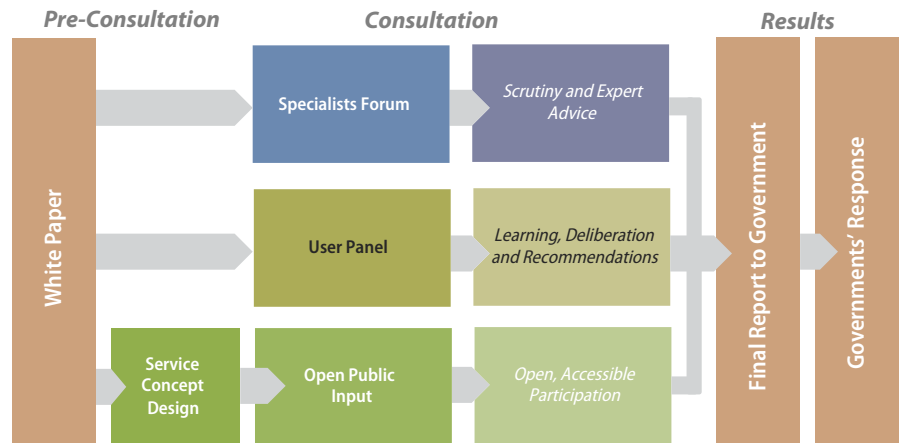
Eleven groups and individuals contributed, two submitted by letter and the balance submitted online. The comments primarily focused on the BC Services Card and its use, and the design of the consultation. Based on this feedback the consultation design and the terms of reference for the BC Services Card User Panel were updated and published.

Service Concept Design

Over the summer of 2013, the Ministry of Technology, Innovation and Citizens' Services worked with its business services division, the Ministry of Education and the Ministry of Social Development and Social Innovation to explore possible services that could be delivered using the Services Card. After mapping out high-level ideas, additional research was conducted with the specific client groups to test the need and further develop the service concepts. These service concepts were used to illustrate how the BC Services Card could be used. The concepts also formed the basis for the online survey in the open public input component of the consultation.

Consultations

Specialists' Forum

The Specialists' Forum complemented the User Panel. The forum, which ran November 13-14, 2013, was organized by IdentityNorth to bring together privacy, security, service delivery and technology experts. Those who understand the needs of youth, people with disabilities, Aboriginal people and other key populations were also invited.

IdentityNorth hosts yearly conferences aimed at convening and building a community of experts, practitioners, businesses and governments working on identity issues across Canada and around the world. Billed as 'Canada's premier identity conference', the organization was uniquely positioned to bring together the best thinkers, doers and critics in the field.

The agenda for the Specialists' Forum was developed by the participants and provided an opportunity for world renowned experts to learn about and discuss the Province's digital service strategy. (*Appendix II – Specialists' Forum Report*). Input received at the Specialists' Forum was provided to the User Panel to inform their discussions during their second weekend of meetings.

BC Services Card User Panel

Starting in late September 2013, 16,500 randomly selected households across the province received packages inviting them to be part of the BC Services Card User Panel. From the responses to this package, 35 panel members were randomly selected in a draw that ensured a balanced representation of age, gender and geography. A minimum of one seat each was held for an Aboriginal resident and for a person with disabilities.

The User Panel met over two weekends in November to learn about digital services and the BC Services Card, including presentations from experts with a range of perspectives. The Panel used this input to inform their discussions and develop their recommendations to government.

An independent moderator and staff assisted the Panel. The moderator was empowered to make the final decisions on the information the Panel received in their discussions. The moderator ensured that Panel Members heard a full spectrum of views on the card, its potential and its future.
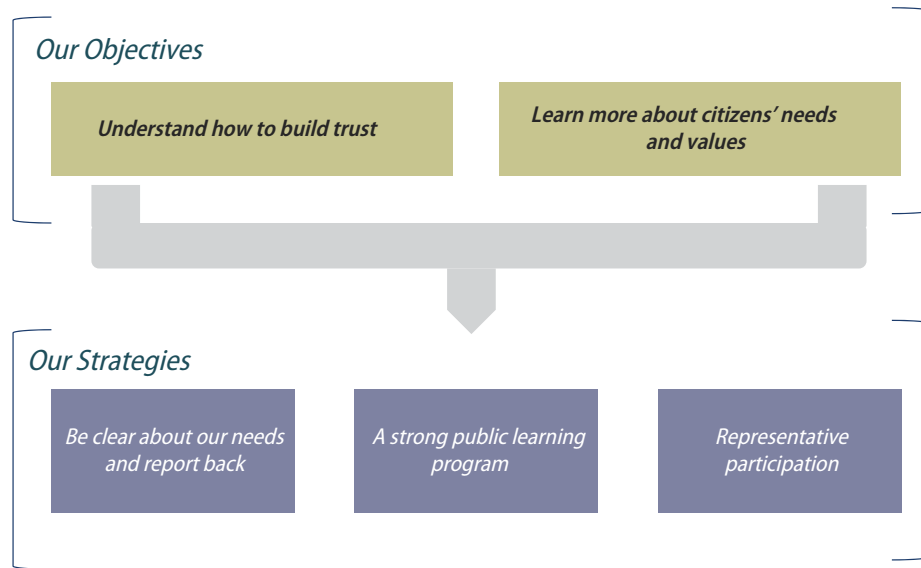
The final report of the User Panel was guided by the Terms of Reference that was tested and amended during the white paper pre-consultation. (*Appendix I – Recommendations from the BC Services Card User Panel*)

Open Public Input

Public input was also gathered using an online survey that asked people about digital service and potential uses of the BC Services Card. To help ensure broad awareness the survey was promoted in libraries and Service BC Centre offices across the province. The survey was availableNovember 1, 2013 – January 16, 2014 and asked for input on three scenarios: My Daily Life; My Child's Education and My Small Business. Individuals could choose whether to complete one or all parts.

Over 1,100 individuals submitted responses. (*Appendix III – Open Public Input Survey Results*). User Panel members were also provided an early report of the survey results during their second weekend of discussions.

6. Objectives and Strategies

Our Objectives

Understand how to build trust	Learn more about citizens' needs and values

Our Strategies

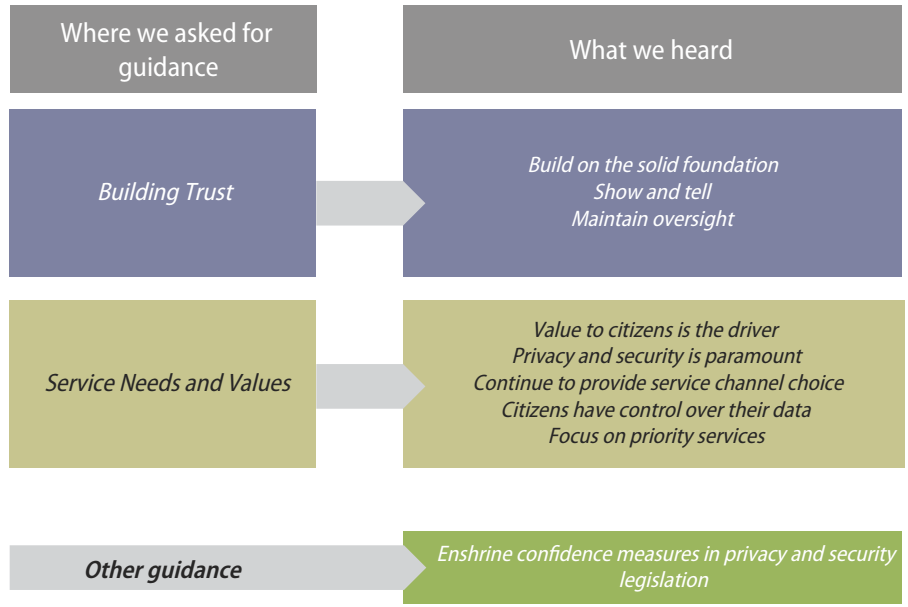| Be clear about our needs and report back	A strong public learning program	Representative participation

There were two key objectives for the digital services consultations: to understand more about how to build trust with B.C. citizens; and to learn more about citizens' needs and values. From our perspective, the consultations successfully met these objectives. Both the User Panel and the Specialists' Forum delivered very specific recommendations on how to continue to build trust through transparency and communications. All three consultation streams gave clear and consistent messages about service needs and priorities. This report will describe those specific messages and how we intend to incorporate them into our future plans.

The Digital Services Consultation white paper also described three supporting strategies, which were adopted to support the process. We believe that while these were the right strategies, the consultation process highlighted a few key lessons that should be considered for future consultations:

- *Be clear and consistent about our needs and report back. The comprehensive reports from the User Panel and the Specialists' Forum represent excellent feedback and provide the input we hoped for. This report is the promised response to those efforts and closes out this consultation process.*

- *A strong public learning program. The level of detail provided in the User Panel report suggests that the learning program was well-rounded and effective. Unfortunately, because of time constraints there was no opportunity to do the planned formal learning checks with the Panel participants. We will work to build this approach into future consultations.*

- *Representative participation. As described above, we used a number of different practices to ensure that we had broad representation across all consultation streams. We were largely successful in getting input from a cross section of B.C. citizens. However, we believe that we need to continue to broaden the constituency to more stakeholders and service users, particularly for service users from vulnerable populations, and will look to future consultations to build on this base.*

7. Key Themes

The key themes were clear and consistent across all consultation streams. This gives the Province very strong input on the two objectives: how to build trust; and needs and values for services. Our responsibility is to use this information to inform next steps.

Where we asked for guidance	What we heard
Building Trust	Build on the solid foundation Show and tell Maintain oversight
Service Needs and Values	Value to citizens is the driver Privacy and security is paramount Continue to provide service channel choice Citizens have control over their data Focus on priority services
Other guidance	Enshrine confidence measures in privacy and security legislation

Building Trust

The Province recognizes that public trust in how government manages identity information is critical to the success of digital services. One of the key questions for the consultation was, "What actions can the Province take to build citizens' confidence in the BC Services Card, and in the digital services that take advantage of the opportunities it creates?"

Build on the Solid Foundation
Through the consultation process, citizens and experts had the opportunity to review the design in detail and found it to be sound. We are pleased to have the technical architecture examined by both the User Panel and the Specialists' Forum and believe their feedback indicates we are on the right path.

We acknowledge and accept the need to continue the dialogue and to share the details with those that have concerns or specific questions.

We heard that gaining broader public trust in the BC Services Card and associated services will take time. The User Panel was very specific in its recommendation to "go slow" and allow citizens an opportunity to develop their understanding and acceptance before launching multiple services. This approach will also give the Province time to start small and gain valuable experience with the new service before launching many services. Their point was clear; providing a greater number of digital services does not necessarily equate to success.

This was a key learning point for the Province and one that had not previously been fully explored. Through the consultation process, we now better understand how the rollout of services can be used to build trust in the services and the BC Services Card.

Taking a user-centric and evidence-based approach to service design will create real opportunities to understand what citizens need from us. We will also be able to take issues such as access, timeliness, security and privacy and make them an integral part of our service design. In short, we will be able to ensure the services we deliver provide value to citizens in a way that reinforces their trust in the service.

We see the consultations as the start of our journey in building trust. We are committed to continuing on this path.

Show and Tell

All aspects of the consultation urged continued transparency and communication, and described specific areas that the BC Services Card program should address. We heard that communications should build an understanding of identity management and reiterate some of the basics about the Services Card, such as:

- *the chip does not contain personal information;*

- *services do not reside "on" the card;*

- *the card does not link information from one service provider to another.*

The Specialists' Forum cautioned that no security system has ever proven infallible and advised the Province to be open about the inherent risks of using the BC Services Card to access services. The User Panel echoed this caution – they recommended that public communication and consultation be expanded.

We will continue to communicate and consult with the public to ensure that citizens are aware and understand the BC Services Card and their choices in how to access services.

Maintain Oversight

The consultations facilitated the development of key principles that will shape the Province's direction and priorities. To ensure that the Province stays on track, the User Panel recommended strong, ongoing and independent oversight.

We believe that the existing legislative authorities, represented by the Office of the Information and Privacy Commission (OIPC) and the Office of the Auditor General (OAG), provide the appropriate oversight. For example, the OIPC will be auditing the card issuance process every quarter. We expect this close oversight to continue as we seek reviews regularly and at key project milestones.

Service Needs and Values

A key objective of the process was to learn more about the service needs and values of British Columbians. Three key questions asked in this area:

- *How should the design of key elements of the BC Services Card like passcode reset and usage history balance privacy, security, cost effectiveness and convenience?*

- *What services do citizens want (or not want) and need?*

- *What is acceptable in terms of using the data created by digital services to improve policy and services?*

A significant amount of information was provided by the consultations and the Province has been given some very specific direction in each area. The key themes are shown below.

Value to Citizens is the Driver

A consistent theme throughout the consultation, and indeed all of our engagements on digital services, is ensuring that the services we provide bring value to citizens. Citizens are very clear that they look to government to provide the services they want and need, and in the most effective and efficient way possible.

And while effective and efficient services have always been part of our vision, experience has shown that for digital services to be successful they must not only be available for citizens, they must be the types of services that citizens want to use. That means government must carefully consider how to design services that truly add value for people. As the illustration below indicates, simply having a digital service does not equal efficiency. Understanding and delivering value to the public is where we must begin.

This idea applies to the BC Services Card; it does not provide a one-size-fits-all solution for every digital service. Many services require low-level identity proofing, or none at all. A key message through the consultation, from both specialists and citizens, was that the BC Services Card – while a profoundly important new tool for government, should only be applied to services where it clearly adds value to the service experience. We heard this.

Specifically, the User Panel recommended conducting a cost benefit analysis before the launch of any new service and cautioned against using the BC Services Card as the go-to solution for every new service launch.

We understand the need find the right solution for each service. Our next steps will be to develop an evaluation process that matches the identity assurance needs of the service with the right identity management solution.

Privacy and Security is Paramount

Another important insight from the consultation has been a better understanding of the import-ance of privacy and security in creating value and confidence in the service experience for citizens.

 Most thinking about the drivers of satisfaction in government services focus on factors like timeli-ness, accessibility and convenience. The input from the User Panel as well as from the online survey

indicated that the transparent and trusted management of personal information is as significant a value as ease of use.

Our concern for privacy and security has always been strong. This renewed understanding about the importance of privacy and security in creating value will now more fully inform how we think about designing digital services.
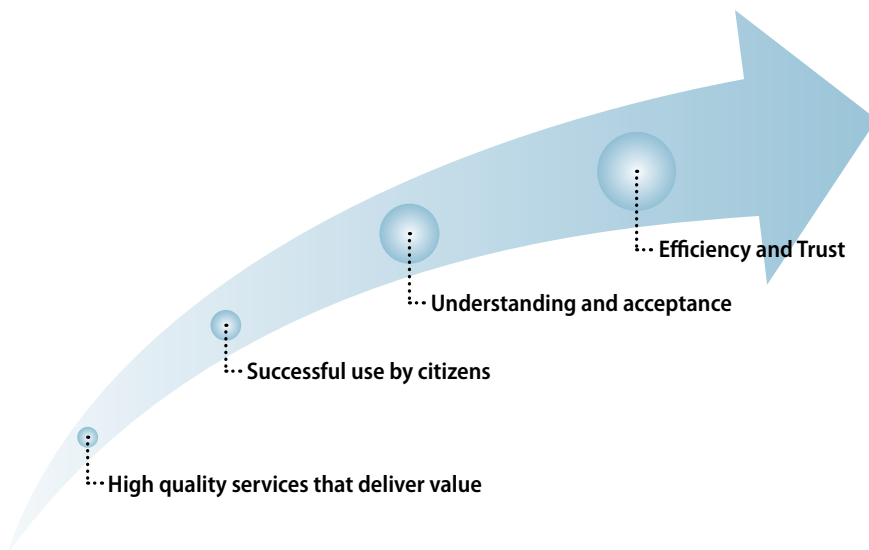
We asked for guidance in two specific questions that touched on privacy and security:

- *How should government treat the data created by the BC Services Card authentication service?*

- *What information should government provide on card usage?*

◻ DATA USE

The question on data use was related to the Identity Authentication Service (IAS), which acts as a data broker between the service user and the service provider in sharing identity information.

One possibility being considered was that the IAS could hold data that could help government understand patterns in service use. This ability could be useful to plan service improvements, explore opportunities to combine services where there is a clear link, to understand where services are underused or where citizens are unable to successfully complete service transactions.

Efficiency and Trust

Understanding and acceptance

Successful use by citizens

High quality services that deliver value

The answer we received was that the IAS is not the place for this data to be held or managed. The program areas responsible for the services and data should have this role. It was clear from the consultation that, for the identity management service to be trusted, the IAS should hold only the minimum information necessary about a service transaction, and only for a limited time.

We agree. This direction aligns with international privacy best practices and will inform the design of the identity management system.

◻ USAGE HISTORY

On the second question of card usage history, we found that opinions varied across the User Panel, the Specialists' Forum, and the public survey.

In the public survey, question six of My Daily Life asked: "If it were possible, I would be interested in the option to view a card use history for my BC Services Card."

A significant majority of survey responses indicated that they would like "as many details as possible" about their card use history. This result is the opposite of the other two streams; the User Panel recommended that only time-logs of authentication be retained, and the Specialists' Forum advised that it is not appropriate for the BC Services Card identity management service to keep a record

of an individual's usage history – except where necessary for security purposes and that individual ministries were better equipped to keep time-limited logs of service access.

We believe that two factors account for the difference in the feedback. Through the survey, it was not possible to provide respondents with a full background of the concepts and underlying design principles for recording usage history. Additionally, the preceding survey question pertained to fraud and could have set that context in the mind of respondents. These two considerations may explain the variance from the other feedback gathered.

While the consultation does not provide a definitive answer to this question, the prudent approach is to retain only the minimum level of usage history to ensure due diligence to protect the privacy and security of citizens; and provide this same limited usage history to citizens to view as part of the service. This topic may be included in future discussions as the service evolves.

Continue to Provide Service Channel Choice

There was a strong recommendation that government maintain different channels for services, e.g., telephone, in-person, mail and not make services only available online. Citizens want choices in how they access services. As we work to implement digital services, choice of access is a key design principle that will guide our work.

Citizens have Control over their Data

Citizen control is a critical element of any information exchange between citizens and government. Control occurs at two key points in the service experience. First, as a citizen decides that they want to access a service and, second, when they agree to share information to complete the transaction.

The User Panel expressed concern that while working to improve the service experience, government would require data in a transaction not critical to that transaction to improve government's ability to make decisions. In addition, the User Panel notes its concern that services which do not currently require authentication may change to require it simply because the BC Services Card makes it easy to provide. For many of those routine transactions don't require authentication today – it is possible for the citizen to enter any name and address they like.

We understand the desire to maintain anonymity. Our challenge was reconciling this with the other observation that the BC Services Card could provide great value by providing routine information, such as contact details, in everyday transactions.

We believe that the key lies in personal, conscious choice. If an individual understands the implications of using their BC Services Card, has a choice over using it, and agrees to sharing the contact information for that specific transaction, then that person remains in control of their information and how it is used.

We also recognize the service design challenge in making information exchange clear and providing choice when using the BC Services Card. Feedback from the Specialists' Forum indicated that we need to design online interactions so that the information exchange is clear to the user – even if that means adding extra steps to the transaction.

We recognize the importance of offering users choice in how they sign-in to digital services. Services that do not require fully authenticated personal information will not be changed to require authentication. In addition, we will design services that make the information exchange transparent and provide the user with the opportunity to make a conscious choice to continue. When information is exchanged, the purpose of that exchange will be made clear, and the information exchanged will only be used for that purpose.

Focus on Priority Services

The consultations provided very specific direction on the types of services we should focus on in the short-term. The online survey provided insight into general service areas that are viewed as high priority, including:

- *online access to health services;*

- *applications for licenses, permits and approvals; and*

- *general confirmation of a citizens' eligibility for services.*

The User Panel provided a list of services, which they conditionally endorsed for the use of the Services Card to digitally authenticate identity. (Table 1)

Table 1: Provisionally Acceptable Uses from "Recommendations from the BC Services Card User Panel Final Report"

MINISTRY	PROGRAM
Ministry of Advanced Education	Student Loan Applications
Ministry of Transportation and Infrastructure	Replacement of B.C. Driver's License National Safety Code Safety Certificate Vehicle Permit Applications
Social Development and Social Innovation	Application Disability Parking Registration: Disability Bus Pass Application
Ministry of Health: Vital Statistics Agency	Birth, Death & Marriage Certificates
Ministry of Health	Book and Manage Medical Appointments online Online Health Records & Lab Results Prescription History and Renewals
Ministry of Environment	FrontCounterBC
Ministry of Technology, Innovation and Citizens' Services	Freedom of Information Requests Change of Address
Ministry of Justice	Jury Duty Selection Criminal Records Check
Elections BC	Online Voter Registration

The User Panel was also very specific about services that are not appropriate for the BC Services Card. In some cases, while there may be value in a service offering, they believed that citizens may not be comfortable with the idea of certain services being offered through the card, nor are they confident in government's ability to manage privacy and security for those particular instances.

Their first example was their belief that using the card as a payment tool would increase its value as a target for theft and fraud. This, in their judgment, was too much of a risk, and as a result they recommended that the BC Services Card should not be used for payments.

Their second example was that the card should not be used as a way to track an individual's whereabouts. As a result, they recommended that the card should not be used to access public transportation services where there is a potential risk that a person's location can be easily determined. The User Panel cited examples such as using the card as an automated bus pass such as the Translink Compass Card, or to pass through a bridge or road toll booth.

In short, there are services where you don't need to know who I am for me to receive the service.

We understand and accept the concerns behind these recommendations and confirm that these criteria will be used to determine which services will become accessible using the BC Services Card.

Other Recommendations

Enshrine Confidence Measures in Privacy and Security Legislation

The User Panel endorsed the 14 privacy and security commitments described by the Province during their meetings (see page 29 of their report in *Appendix I*). The Panel explicitly requested that these be enshrined in future legislation, in order to ensure that they are followed. In particular, they were concerned that the BC Services Card identity management system could be used for a different, possibly harmful, purpose than was originally intended.

The User Panel also recommended additional confidence measures that address their interest in strong oversight of the system, minimum collection of information, choice and control over their information, good information about what the system is doing, and ensuring people are well informed when something goes wrong.

We understand these interests and are dedicated to meeting all 14 of our existing commitments. We also believe that the interests of the additional confidence measures suggested by Panel are adequately covered by existing policies and will be reinforced in the principles described in this report.

Regarding the concern about how the purpose of the system may shift over time, we believe the guidance received from the public on these matters, plus the oversight of bodies like the Office of the Information and Privacy Commissioner and the Office of the Auditor General significantly reduce the possibility that the integrity of the system's purpose could be compromised.

Where there is a gap – for example, regarding how power of attorney may work using the BC Services Card, we agree with the Panel that more research is required.

8. What We Will Do Next

Based on the recommendations and commentary received through the consultations, we have developed:

- *long-term principles to guide our decisions and actions in the continuing design and launch activities;*

- *short-term, focused actions for the next year.*

Guiding Principles

The consultations fine-tuned and supplemented the existing principles that have guided B.C.'s approach on providing secure access to online services. Based on what we have learned from the consultation process, we will apply the following six principles to guide our decisions, and by which we expect the program to be held accountable. To help describe how these principles will be applied, we have described specific commitments and actions that result from these principles.

	Principles	Commitments
Trust	Be transparent and continue to communicate	• Continue with public education • Provide information for service providers, experts & advocates
	Services are launched in a deliberate manner	• Focus services on high value priorities
	Appropriate oversight is maintained	• Continue to consult with the OIPC
Services	Service priority decisions are based on value to citizens	• Service evaluation process will assess value to citizens
	Citizens have personal choice	• Service design reviews will ensure access channels meet citizens' needs • Citizens are clear and well-informed of all information exchanges
	Privacy & security requirements are met by design	• Services using the B.C. Services Card will meet privacy best practices

☐ **PRINCIPLE 1: BE TRANSPARENT AND CONTINUE TO COMMUNICATE**

We will continue to seek ways to build general understanding of the BC Services Card and to engage the public in meaningful dialogue about service design and priorities.

Commitment: Continue with public education

Prior to and immediately after the launch of the BC Services Card, the Province undertook a broad ranging public education campaign that included the bcservicescard.ca website, radio and print advertisements, informational leaflets and posters in doctors' offices, and bus posters. It was expected that over time, communications would expand to provide citizens with more information about the BC Services Card and digital services, such as how to obtain a passcode and card readers.

The consultations reinforced the importance of continuing with our communications and the need to be clear and transparent about future plans for the BC Services Card. We are committed to continuing the dialogue and will follow good practices of public engagement that lead to continued, meaningful involvement of the public in our work.

Action: Enhance information on the government website (www.bcservicescard.ca).

Commitment: Provide information for service providers, industry experts and advocates

We are working to provide potential service providers with an online toolkit and web presence. These are designed to help them understand what they need to do in order to use the BC Services Card as part of their service delivery.

We will use the feedback from the consultations to be clear about the technical details, security and privacy standards, and citizen engagement expectations for future service providers who want to use the BC Services Card. This will help service providers understand how the BC Services Card works and what is necessary for its use.

The toolkit and the web presence will be publicly available and will provide valuable information to anyone interested in the service and how service providers are expected to engage.

Action: Provide service providers with information on how to use the BC Services Card to deliver their services.

☐ **PRINCIPLE 2: SERVICES ARE LAUNCHED IN A DELIBERATE MANNER**

We will initially focus using the BC Services Card on two high-value services. Other services will only be launched when there is demonstrated success.

Commitment: Focus services on high value priorities

The recommendation that any services are brought online slowly and methodically is well understood.

Working from the recommended high priority service areas, we will begin by exploring service opportunities to bring online. We commit to sharing our progress on these opportunities as we progress.

Action: Explore two service opportunities to demonstrate value.

☐ PRINCIPLE 3: APPROPRIATE OVERSIGHT IS MAINTAINED

We will use existing legislated authorities to ensure that an appropriate level of oversight is maintained over both the BC Services Card and the launch of specific services.

Commitment: Continue to consult with the OIPC

The Office of the Information and Privacy Commissioner has been involved in many aspects of the BC Services Card Program including participation in the consultation process. We commit to continue working with the OPIC to ensure appropriate oversight is provided and their feedback addressed.

Action: Provide OIPC opportunity to review new services prior to their launch.

Service Needs and Values

☐ PRINCIPLE 4: SERVICE PRIORITY DECISIONS ARE BASED ON VALUE TO CITIZENS

The prioritization of service opportunities will include an evaluation of the anticipated value to citizens. Determining what delivers value to citizens requires additional conversation about service values and how to best provide that value.

Commitment: Service evaluation process will assess the value to citizens

We gained tremendous insight into high priority services from the digital service consultation process, but we understand it is just the start. We are committed to continuing the dialogue, including discussions on the value of contemplated new services.

Action: Provide guidelines to help service providers understand service value, and make the guidelines publicly available.

☐ PRINCIPLE 5: CITIZENS HAVE PERSONAL CHOICE

Personal choice includes providing multiple service channels such as in-person, Internet and mobile devices.

Commitment: Service design reviews will ensure access channels meet citizens' needs.

We will ensure that as digital services are contemplated, the design process includes reviews of existing service delivery methods. This will help ensure that existing access choices are maintained to meet the needs of citizens. New digital services will be brought forward to expand access to provide citizens with a range of choices.

The B.C. government will consistently assess service delivery channels, and account for those findings when designing new services. B.C. will issue guidance concerning best practices in access to services for all of government, and make that guidance public.

Action: Provide service providers with methods to assess service delivery channels.

Commitment: Citizens are well-informed of all information exchanges

We recognize the importance of choice when using digital services. Services that do not require fully authenticated personal information will not change to require authentication. Future service designs will make the points of information exchange transparent and offer citizens the choice to continue, and the purpose and extent of the exchange will be clear.

We will share the early designs of a new service to seek feedback from citizens to improve the design. Ideally, we can draw on the skills and expertise of the world to help us solve this difficult design challenge.

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Action: We will test and validate our designs with users.

◻ **PRINCIPLE 6: PRIVACY AND SECURITY REQUIREMENTS ARE MET BY DESIGN**
This is a broad ranging principle; fundamental to the service design is that information is only used for its intended and authorized purposes.

Commitment: Services using the BC Services Card will meet privacy best practices

Through the consultation process, it was clear that for the BC Services Card to be used successfully, citizens require confidence that their personal information is used appropriately. The BC Services Card program has established practices that safeguard the use of personal information and the systems are built to ensure the principles of privacy and security are integral to their operation.

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Action: New services using the BC Services Card will adhere to established privacy practices.

9. Final Thoughts

The Province began the consultation looking for input on the direction of its overall digital service approach and priorities, with a focus on implementation of the BC Services Card.

We had two basic objectives:

- *We wanted British Columbians to help us understand how to build confidence in the Province's approach to 'digital services' and the identity management program.*

- *We needed to learn more about the needs and values of British Columbians so that the Provincial Government can meet those needs and values.*

We learned that we have a way to go to educate the general public about identity management, but that once the solution is explained it is seen as acceptable and sound. We are pleased to know that we have built a solid foundation.

We were also pleased with the level of detail provided in the recommendations from the various streams. They provide a clear way forward for the Province and we believe the principles and commitments described in this document provide a blueprint for success.

Finally, we are grateful to the 35 members of the User Panel who committed so much time and energy, to the nearly 100 experts that attended the Specialists' Forum and the over 1,100 respondents in the Public Survey. Without the input from these people we would not have had a meaningful and legitimate process. We thank each and every one.